

TREASURER

DESCRIPTION

The Treasurer's Office is responsible for delivering world-class customer service in collecting current and delinquent property taxes as well as all delinquent county debt, managing the annual vehicle

license process, and investing the county's funds to obtain the highest yield with minimal risk. The Treasurer is a constitutional officer elected by all county citizens every four years.

FINANCIAL ACTIVITY

			Biennium		Change			
	FY2003	FY2004	FY2005	FY2006	FY2004 to	FY2007	FY2008	FY2009
	Actual	Adopted	1 st Year	2 nd Year	FY2005	Projected	Projected	Projected
Personnel	\$1,963,269	\$1,984,000	\$2,116,800	\$2,142,900	6.7%	\$2,142,900	\$2,142,900	\$2,142,900
Operating	536,355	567,600	593,400	594,200	4.5%	594,200	594,200	594,200
Capital	<u>641</u>	<u>0</u>	<u>0</u>	<u>0</u>	0.0%	<u>0</u>	<u>0</u>	<u>0</u>
Total	\$2,500,265	\$2,551,600	\$2,710,200	\$2,737,100	6.2%	\$2,737,100	\$2,737,100	\$2,737,100
Revenue	<u>652,527</u>	<u>741,100</u>	<u>760,300</u>	<u>768,400</u>	2.6%	<u>768,400</u>	<u>768,400</u>	<u>768,400</u>
Net Cost	\$1,847,738	\$1,810,500	\$1,949,900	\$1,968,700	7.7%	\$1,968,700	\$1,968,700	\$1,968,700
FT Pos.	42	42	42	42	0	42	42	42

BIENNIAL BUDGET ANALYSIS

The services provided by the Treasurer's Office affect virtually every citizen in Chesterfield County. The office has a key role in delivering service and often impacts how citizens view the effectiveness of all county operations. The department continues to utilize total quality principles and techniques to improve the quality of service to citizens. As a result, the department's favorable service rating went up five percent in a countywide survey conducted in 2001, as compared with the same survey in 1998.

This high satisfaction rating is expected to continue as the department embraces service enhancements that will ultimately benefit its customers. In addition to past service enhancements, including moving the decal due date closer to the personal property tax due date, and combining receptionist and cashier functions, service levels have been improved in the decal and collection areas. Automation enhancements were implemented to improve the suspended decal process, and a new delinquent collection system is expected to be fully functional by the spring of 2004. During FY2004, a new

vehicle license decal format will be introduced, and in FY2005, the decal material will be reformatted allowing taxpayers to easily affix and remove the decal from the windshield. In addition, as a convenience to the taxpayers, an ATM has been placed in the lobby of the administration building.

Automation will continue to play a key role in the department's success, specifically with the Personal Property Rewrite project and the TRAITS Cash Receipts Rewrite project. Though these systems have been delayed, they will integrate various mainframe and personal computer databases and provide needed automation in virtually all major departmental processes. These new systems will provide customized reporting in the areas of personal property assessment, business license enforcement, and accounts receivable collection, and will be fully integrated with the new delinquent collection system. The Information Systems Technology Department also plans to develop a system that will allow citizens to access their personal property tax accounts receivable record online. This is part of the county's e-Government

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initiative to provide enhanced customer services to citizens through the use of the Internet and would come on the heels of the highly successful implementation of real estate tax accounts receivable on the Internet in FY2002.

The Chesterfield County Treasurer's Office remains committed to providing taxpayers with convenience-oriented services. The Treasurer's Office provides many ways for county taxpayers to pay their real estate and personal property tax bills, utility bills and vehicle license fees. For years the department has encouraged taxpayers to mail their tax payments to take advantage of the most efficient and effective process to pay taxes and vehicle license fees. Payments processed and decals issued through the mail increased 2.5 percent during FY2003. The increased use of this service has enabled the department to keep pace with increases in county population and tax billings without the need for additional resources.

Another convenience-oriented service offered by the Treasurer's Office is the Automated Payment Service (APS). This highly successful service gives taxpayers the option to directly debit a specified bank account to pay real estate and personal property taxes, vehicle license fees and utility bills. The program experienced a 13 percent growth rate over last year, with over 4,800 residents currently opting to utilize this service.

Many taxpayers are taking advantage of the credit card payment program offered through a third party vendor, whereby real estate and personal property taxes and utility bills can be paid over the phone or via the Internet. In FY2003, there were 13,320 charges made to pay a total of \$2,396,586 in real estate and personal property taxes and utility bills, an increase of 26 percent in dollars charged over last fiscal year.

Another way taxpayers can pay their taxes, utility bills, and vehicle license fees is at participating banks throughout the county. The Treasurer's Office has partnered with local community banks to offer this valuable service.

Cuts at the state level have had an impact on the revenues in the Treasurer's budget. As a constitutional officer, the office receives reimbursement from the state Compensation Board of a portion of salaries for 29 employees. During the FY2003 state budget process, state funding was reduced by \$60,200. The FY2005 county budget reflects a continuation of the funding at the projected FY2004 level, which includes increased reimbursement funding for a 2.25 percent increase for merits effective in December 2003. The final Compensation Board budget may result in further changes to the Treasurer's budget.

The department's budgets for FY2005 and FY2006 include slight increases in operating costs for postage and an increase in personnel costs due to increases in health care, retirement rates, and a modest merit. Also included in the FY2005 budget are revenues related to an increase in the delinquent collection fees. The increase will more reasonably attempt to cover the department's cost of collecting delinquent taxes and other charges. As approved by last year's state General Assembly, the fee will increase from \$20 to \$30 for those amounts collected subsequent to thirty or more days after notice of delinquency, but prior to securing judgement. For those collected subsequent to judgement, the fee will increase from \$25 to \$30. Even though the amount of revenue derived from the second fee would likely be very small, the total amount of revenue expected is approximately \$35,000 in FY2005.

Requested but unfunded for FY2005 and FY2006 are costs associated with system maintenance for the new delinquent collection system.

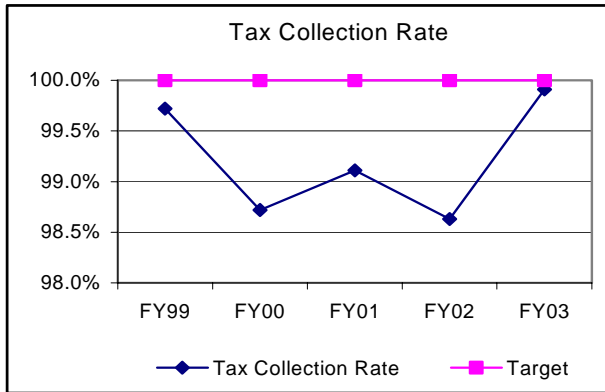
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HOW ARE WE DOING?

Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal Number 1

Objective: Exceed legal and financial requirements

Measure: Tax collection rate



Initiatives

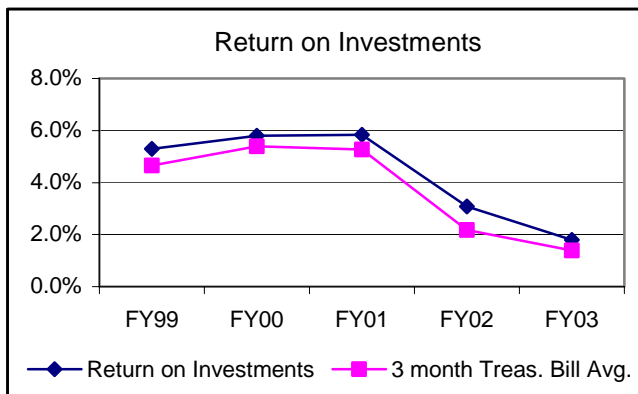
- delinquent collections policy
- monthly monitoring reports
- Personal Property Rewrite System (in development)

Note: Tax collections include delinquent amounts from previous years; therefore the collection rate could exceed 100% of the tax levied in years that delinquent collections are high.

Goal: To be the model for excellence in treasury management. Supports countywide Strategic Goal Number 1

Objective: Exceed legal and financial requirements for investments

Measure: Average return on investments

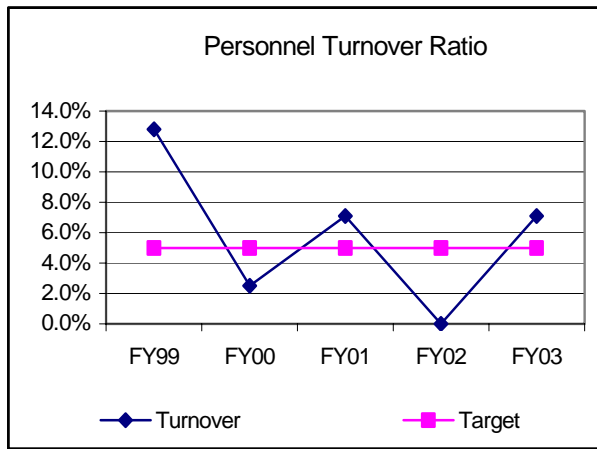


Initiatives

- investment policy
- investment tracking system
- monthly investment report to the Board of Supervisors and county management

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Goal: To be the employer of choice. Supports countywide Strategic Goal Number 6
Objective: Recruiting and maintaining a quality and diverse workforce
Measure: Departmental turnover rate



Initiatives

- employee surveys
- departmental Quality Circle
- periodic employee supervisor meetings
- citizen surveys
- employee awards and rewards

WHERE ARE WE GOING?

Automation will continue to play an important role in the operation of the Treasurer's Office. The department anticipates significant service improvements upon the full implementation of the Personal Property Rewrite and the Cash Receipts System Rewrite.

Legislative changes continue to have a major effect on operations within the Treasurer's Office. The uncertainty of the current fiscal situation at the state

level and resulting reductions in Compensation Board reimbursements threaten to alter the level of service provided to the department's customers.

The Treasurer's Office will maintain its commitment to customer service through the continuance of its many payment options and the exploration of other ways to increase convenience to Chesterfield County taxpayers.